



TECHNOLOGY DRIVEN. WARFIGHTER FOCUSED.

# "People" Metrics Brief

7 April 2011

maintaining the data needed, a including suggestions for redu	and completing and reviewing the scing this burden, to Washington s should be aware that notwithsta	e collection of information. Sen Headquarters Services, Directo	d comments regarding this rate for Information Operat	burden estimate or a tions and Reports, 12	ions, searching existing data sources, gathering and ny other aspect of this collection of information, 15 Jefferson Davis Highway, Suite 1204, Arlington ling to comply with a collection of information if it				
1. REPORT DATE <b>07 APR 2011</b>		2. REPORT TYPE <b>N/A</b>		3. DATES COVERED					
4. TITLE AND SUBTIT				5a. CONTRACT NUMBER					
"People" Metric	es Brief	5b. GRANT NUMBER							
		5c. PROGRAM ELEMENT NUMBER							
6. AUTHOR(S)				5d. PROJECT NUMBER					
				5e. TASK NUMBER					
				5f. WORK UNIT NUMBER					
	ANIZATION NAME(S) A COM-TARDEC 65 A	` '	Warren, MI	8. PERFORMING ORGANIZATION REPORT NUMBER 21726					
US Army RDEC	ITORING AGENCY NAM COM-TARDEC 65	10. SPONSOR/MONITOR'S ACRONYM(S)  TACOM/TARDEC/RDECOM							
48397-5000, USA	A		11. SPONSOR/MONITOR'S REPORT NUMBER(S) 21726						
12. DISTRIBUTION/AVAILABILITY STATEMENT  Approved for public release, distribution unlimited									
13. SUPPLEMENTARY  The original doc	NOTES cument contains co	olor images.							
14. ABSTRACT									
15. SUBJECT TERMS									
16. SECURITY CLASSI	FICATION OF:		17. LIMITATION OF ABSTRACT	18. NUMBER	19a. NAME OF RESPONSIBLE PERSON				
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified	SAR	OF PAGES 21					

**Report Documentation Page** 

Form Approved OMB No. 0704-0188



## **Meeting Purpose and Agenda**



The purpose of this meeting is to receive clarifications for vague metrics and gain concurrence on the set of "people" metrics from the ADs.

#### Agenda:

- Review Activities and Direction
- Review Status
- Provide New Metrics
- Concur / Refine metrics
- Action Items Review



#### Review



- Status Review:
  - ADs met with Director 7 March to Discuss Metrics
    - Agreed to redefine metrics 1 "P" at a time.
    - Start with People
  - Krogsrud met with Director Immediately afterwards
    - Agreed to Identify People Metrics and Report out to ADs which metrics are "mandated": metrics that we report externally to RDECOM, TACOM, AMC, ASA(ALT), Lab of Year, etc.
    - Minimize AD interactions (mtgs); work via email as much as possible with meetings only to concur/non-concur
    - Work and perfect collection process for "P" at a time
      - ADs to focus on that "P" for 1-2 quarters so we can refine definitions and collection processes.
      - Only brief out and report on "People" for this segment
    - Staff will collect any other metrics (non-People) but they will not be briefed out at reviews.



#### **Status**



- ADs submitted "people" metrics / concepts in response to tasker distributed 10 March 2011.
- 37 metrics submitted / developed
  - 27 required / reported externally
  - 10 are new suggestions from ADs
- Most metrics fit into the 4 categories listed in the Human Capital Strategy
- G1 will collect them.
  - Some require AD and Associate input for some for a while as we work out process and gather initial database.
- 11 metrics need further refinement
- One; "Other" Grouping needs discussion



#### **Metrics Discussion**



- The Excel Spreadsheet provided with the read-ahead email discusses all Metrics
  - Significant Efforts to Use existing systems to collect metrics
    - Reduces collection burden; increase focus on improvement efforts.
    - Requires "push" to associates to make sure data is updated
    - We are working to provide clear instruction on how metric is captured
    - We will help provide instruction on how to update data for metrics that have questions
      - Example: Degree level and Type -- proper associate follow through ensures that this information in OPM databases is correct and then we can then easily retrieve from CAPPMIS or CPAC databases.
- Our in-group discussion will focus on new AD suggestions and identified collection or definition gaps.



### Discussion Areas: Employee Leadership and Development



Metric	Goal	Frequency of Collection	Background	Who Mandated	Definitions	How to Collect
# of additional technical training classes/seminars attended per year to maintain the core competencies.	Goal?	Quarterly	Need more definition.	New AD suggestion	Additional Technical Training clases / Seminars:  Maintain a core competencey: (what about build)	Need baselines? Associates have to provide via what
# and % of associates that completed a special project enhancing their career development	Goal?	Quarterly	Is this a viable metric?	New AD suggestion	Special project - Enhancing career development -	?

- 1. Need Goals for these
- 2. Better definitions for "red" text



# Discussion Areas: Workforce Planning



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# and % of vacancies against the latest approved org chart.	0	Quarterly	Indication of how well we are meeting our staffing objectives.	New AD suggestion	Should this be against org chart or against competency matrix for each area?	HRDB would eventually be able to tell us this; real question is org charts or competencies
Number of years of DoD experience of workforce.	Balanced Staff	Quarterly	Some number that indicates a good mix of young staff with fresh ideas and senior staff with applicable DoD experience. Gauges how mature the organization is relative to specific domain knowledge.	TARDEC	applicable DoD experience–	This may be difficult to get baseline and collect; no existing data goes directly at this – Suggestions?

- 1. Need Goals for these
- 2. Better definitions for "red" text



### Discussion Areas: Employee Engagement/Performance Management



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect	
# and % of associates acknowledged by customer this quarter	100%	Quarterly	Is this a viable metric?	New AD suggestion	Acknowledged by customer -	Does Associate have to self-report? DCPDS?	
# and % of GS-14 (or equiv.) mentoring a new employee.	100%	Quarterly	Good metric might be related to mentoring. people can add themselves to list in TED and employees can select from list to have a mentor; quick and formal way to count mentors. Goal would be to have every GS-14 (or equiv.) and above mentor at least one person through that TED system.	New AD suggestion	Mentoring -	G1 recommended to put this in a "hold" pattern until mentoring processes and definitions are better defined.	
# and % of associates that added to the morale of the office through positive, friendly and helpful attitude to other associates		Quarterly	Is this viable?	New AD suggestion	Added to the morale of office -	How to collect? Investigate ICE surveys – have some data; is this mostly 360 feedback?	
# and % of associates who added to the professional competency of the team thru individual initiative		Quarterly	Is this viable?	TARDEC	Professional competency - Individual initiative -	How to collect? ICE Surveys?	

- 1. Need Goals for these
- 2. Better definitions for "red" text



# Discussion Areas: "Other"



Metric	Goal	Frequency of Collection	Background Information	Who Mandated	Definitions	How to Collect
# and % of workforce that is customer funded. (Should this be purse?)	TBD	Quarterly	Indication of customer satisfaction. TBD goal percentage concerning right mix of core to customer funded employees given mission / core competencies. indication of where current business trends are. Does ratio of core/customer funded individuals match ratio of total core/customer dollars available. Are we too lopsided? ADs maintain this information. Need help from G-staff in determining what the right mix/% should be for TARDEC and its individual business groups.	New AD suggestion	Customer funded -	ADs would have to help define data collection process
Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (Should this be process?)	TBD	Quarterly	This metric would help us track more information (yellow pages type of data)- is this the right way to collect? It would be searchable that way.		Updated portal profile - Intent - KSA -	Maybe this is part of prev suggestion
Average scores from customer satisfaction surveys.	80-100%	Quarterly	Simple Survey - quick to fill out with room for comments (open ended). Need to know if our customers' requirements are being satisfied. Current method is word of mouth – survey gives us metric data. There could be some analysis until the surveys become institutionalized.			Use of ICE surveys?

- 1. Need Goals for these
- 2. Better definitions for "red" text



## **Next Steps**



- Recompile list from today's discussions
  - Will be sent out to you for concurrence
- Present to the EXCOM / Director
- Start collecting,
  - We'll collect standards collected by G1 for March,
  - Start rolling in additional metrics in April
  - Focus on working out kinks and get "on cycle" for June metrics collection
- Assess how to Manage the data
  - How is it going to be presented and discussed?
  - Current thoughts is trending; but must get to AD level with top opportunity areas / positive trends presented by ADs. Still working this part.
- Collect feedback
- Decide what "P" to work on next.





# Back Up



# Area 1: Employee And Leadership Development Metrics



- 1. # of SMEs in professional organizations and societies on S&E staff
- 2. # of S&Es New Hires Bachelors, Masters Degrees, PhDs/MDs
- 3. # of S&Es with technical Masters
- 4. # of S&Es with technical PhD's
- 5. # of S&Es in advanced degree programs
- 6. # of Technical academic hours taken by S&E staff
- 7. # of graduate students
- 8. % change of graduate students from FY Year and Prior Year
- 9. # of post doctorates
- 10. % change of post doctorates from FY Year and Prior Year
- 11. # and % of TARDEC associates engaged in documented developmental/rotational assignments (to acquire new experience) –
- 12. # and % of AT&L workforce certified for their current position (Break out by grade level and those within the 24 month timeframe and those over the 24 month timeframe.
- 13. # and % of Team Leaders and supervisors that have completed an approved TARDEC LOE Training course during FY year. (Periodic)
- 14. # and % of workforce appropriately SPRDE certified.
- 15. # and % of workforce who have signed up for classes to meet SPRDE certification within their time frame.
- 16. # and % of workforce with multiple AL&T Workforce certifications.
- 17. # of people completing the proper number of CEUs for the year.
- 18. # and % of Team Leaders and supervisors that have completed an approved Army CES Training course during FY year.
- 19. # of additional technical training classes/seminars attended per year to maintain the core competencies.
- 20. # and % of associates that completed a special project enhancing their career development
- 21. # and % of individuals with completed SRPE reviews.
- 22. # and % of the AT&L workforce that have updated IDPs in place validated and discussed with their ocused. supervisors during mid-year and end of the year-leviews.



# Area 2: Workforce Planning



- 1. # and % of workforce eligible for retirement
- 2. # and % of vacancies against the latest approved org chart.
- 3. Number of years of DoD experience of workforce.



# Area 3: Talent Acquisition



- 1. # of new hires (broken down by E&S and non-E&S) per recruiting source (broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) External New Hire to Government
- 2. # of competitive selection (broken down by E&S and non-E&S) (total and broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) Internal (Army/Federal)
- 3. # of LOSSES (broken down by E&S and non-E&S) (total and broken down by broken down by demographics: age, sex, ethnicity, disability, experience level (grade) miles from organization and education levels, etc.) (i.e. retirement, deceased, to other Army/Federal organizations
- 4. # of laterals



#### Area 4: Employee Engagement/Performance Management



- 1. # and % of associates nominated for an award (include grade level for associates) include all awards: honorary, civilian service, meritorious, monetary, on-the-spot, coins, etc. Break out honorary awards from other awards
- 2. # and % of associates acknowledged by customer this quarter
- 3. # and % of GS-14 (or equiv.) mentoring a new employee.
- 4. # and % of associates that added to the moral of the office through their positive, friendly and helpful attitude to other associates
- 5. # and % of associates who added to the professional competency of the team thru individual initiative



# OTHER New Metrics Proposed – To Be Discussed in Meeting



- 1. # and % of workforce that is customer funded. (Should this be purse?)
- 2. Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (Should this be process?)
- 3. Average scores from customer satisfaction surveys.



## **Employee & Leadership Development Grouping**

meeting that number

the ADs quarterly

s to keep them

ing their job, or

as collection, I

Obj 1.2.1 # and %

St CC Obj 1.2.2 # and &

CCAS IDPs been

reviewed (report

(Product Lifecycle

Data Management)

semi-annually)

Obi 1.2.2 # and &

(5 0

St Li T.

Tr (R se

to employee ratio is

Employee

and

Leadership

Development

I still believe we should collect and track metrics

on talking to employees about their performance

meetings. It still sounds like the majority of the

to make sure people are having meaningful

and development (CCAS, TAPES, IDP) but we need



Training, certifications, progress towards a degree, hiring, firing, retirements; all that type of thing. (Integrated Industrial & Sustainment Engineering)

Obj 1.3.1 # and %

Su Obj 1.3.1 # and %

co Team Leaders and

St leadership training

Tr. (Product Lifecycle

Re Data Management)

lea Supervisors have

(S completed

```
1.3.2: # and % of
TARDEC associates
enga All existing metrics
deve need better definition
assici.e. v
new rotat Metric to track #
(Incl We'd associates on
assic fewe developments in
team focus RTI, DBG, PMs.
etc.) just + (RAM, Test, Quality
SMS 100% & Tire)
    rotat
```

1.3.1: # and % of team leaders and supervisors that have | Existing leadership Army classes are important, devel but why only for FY11 superv trainir inform Metric for to TAI more Leadership training: identil workfr TL and above - % Cumi what t taken leadership Quart talking training in the last Metric this to 12 months.(RAM, (CGVE Test, Quality & Tire)

3.3.4: # of standards # and % of workforce TARD belonging to memi professional societies (Quar or standards SMS | committees. (Security Assistance, Environmental &

```
population treat this as a formality and really have
    no meeting to discuss performance and/or
    development. Goal or target should be 100%. If
# and % of the workforce that
have updated IDPs in place
validated and discussed with
year and Existing Metrics on
Goal 100 WC 1,2.3: # and % of the u really sign your
to ensure an TAPES workforce that visor really
proper in US ha 1.2.2: # and % of the tives or that they gripla CCAS/NSPS workforce e how else
planning no dis that semi-ann int sur IDP
the review Dir mit and Mi and 3rd). be yet thei ar
```

Number and Percentage Same type of comments on existing Acquisition certi 1.2.1: # and % of the their Metric to track Cert (Bre certifications (SPRDE, exte leve T&E, PQM ...) acquethe % not certified within exar and the required 24 shou mor months type (Qui % with two or more doin SMS certifications(RAM, Test, Quality & Tire)

```
Number of people
completing the proper
number of CEUs for
the year. Goal 100%.
mportant in order to
drive training plans
and employee
annually. (RTI
```

# and % of workforce with multiple Acquisition Environmental &

SRPE Training (G5) # of additional

```
tari degrees (MS, PhD). The
Sor respective target/goal for the
imp metric: TBD. Some number that
edt indicates the increasing
whi education Training,
org Gauges th certifications
lev the organi pro
   specific de dec
   would mai ret W
det informatio typ ad Also, maybe we
nur determinit (In
                    could track
que number st & g
                    advanced training
   quarterly. En En
                    and degrees for
                     associates.(System
                     Engineering)
```

of personnel taking advanced

dec #of personnel with advanced

```
# and % of workforce
appropriately SPRDE
certifi
targe Obj 1.2.1 # and %
                                       Environmental &
metri wo
us if I ce C
comp ap w CAPPMIS gives you
TARD (S c the
goals St a cer
staff. Tr ( inf
(RTI RED im
                # and % of VEA
                workforce
          Su
                appropriately SPRDE
                certified, (TBD).
```

# and % of associates that completed a (Security Assistance,

technical training

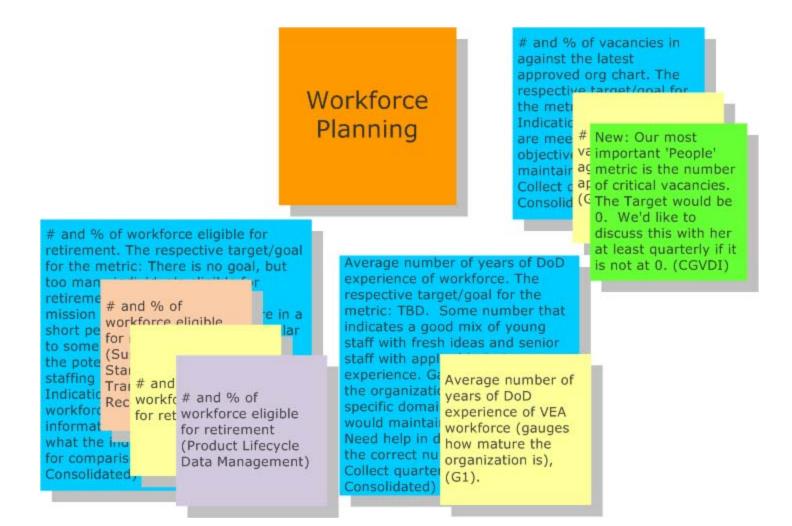
(Security Assistance,

Environmental &



## **Workforce Planning Grouping**







## **Talent Acquisition Grouping**



```
Ohi 1 1 1 # and %
 ne
 d€
(S Obj 1.1.1 # and %
                                  Talent
St new hires by
                              Acquisition
Tr demographics
 Re (Product Lifecycle
   Data Management)
                                       1.1.1: # of new hires (broken
# and % of workforce
turnover. The respective
                                           # and % of new hires and
target/goal for the metric: 0,
                                           laterals. The respective target/
0%. A turnover would be
                                           goal for the metric: Ideally 0,
lateral t
       1.1.3: # of LOSSES
                                           0% as
promot (broken down by E&S
                                           fully st 1.1.2: # of competitive
organiz and r
                                           staffed select
              # and % of VEA
employ broke
                                           how gu by E8
              workforce turnover
indicatil down
                                           desired (total
             by quarter (a
maintai age,
             turnover would be a
                                           Indicat by de
staffing disab
                                                        # and % of new VEA
             lateral transfer,
                                           meetin sex,
maintai level
                                                        hires and laterals by
                                           would exper
             resignation, or
Collect (Qua
                                                        quarter, (G1).
                                           inform (Quar
             promotion out of the
Consoli Metri
                                           RTI C Metri
              organization), (G1).
```



# Employee Engagement/Performance Management Grouping



# and % of associates
tha # and % of associates
of t added to the
the professional
anc competency of the
oth team thru individual
(Se initiative
Mat (Security Assistance,
& C Materials,
Environmental &
Corrosion)

Employee Engagement/ Performance Managment

# and % of associates acknowledged by customer this quarter (Security Assistance, Materials, Environmental & Corrosion)

1.1.4: # and % of associates nominated for an award (include grade level for

level for Include a honorary meritoric the-spot, Break ou

from oth

(Quarter

Metrics)

Recurring Awards and Nominations (RAD) A good TARDEC metric might be one related to mentoring. Even now people can add themselves to a list in TED and then employees can select from that list to have a mentor. That's a quick and formal way to count mentors. Goal would be to have every GS-14 (or equiv.) and above mentor at least one person through that TED system. Seems easy enough to collect that, too, via TED. (Integrated Industrial & Sustainment Engineering)



### "Other" Grouping



?

Future Metric: Track % of associates with updated portal profile including KSAs (i.e. RAM, welding, brake systems etc.) (RAM, Test, Quality & Tire)

The software group only has one proposed metric that could be applied across the organization, "Customer Satisfaction Surveys". The respective target/goal for the metric: Excellent customer service. Scores 80-100%. The survey would have to be simple and quick to fill out with room for comments which may be more helpful than the scores that are given. We need to know if our customers' requirements are being satisfied. The current method is word of mouth but the survey would give us metric data. There could be some analysis until the surveys become institutionalized. Collect quarterly. (Software Engineering Center)

# and % of workforce that is customer funded. The respective target/goal for the metric: TBD. Indication of customer satisfaction. There is some TBD goal percentage concerning the right mix of core to customer funded employees given mission and core competencies. Is an indication of where current business trends are. Does ratio of core/ customer funded indiratio of total core/cus available. Are we too maintain this informa # and % of VEA from G-staff in deterr workforce that is right mix/% should b customer funded, its individual business (VEA). quarterly. (RTI Conso